

# ***Headquarters U.S. Air Force***

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***I n t e g r i t y - S e r v i c e - E x c e l l e n  
c e***

## **Where Are We Going?**



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**Lt Col Dan Fogarty  
AF/DPLFC  
24 May 04**



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# Overview

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- 
- A faded background image of a diverse group of people, including men and women of various ages and ethnicities, smiling and looking towards the camera.
- **Moving into the Future**
  - **Key Advisors**
  - **IBM Model**
  - **Force Development Update**
  - **Focus Groups/Discussion**

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# ***AF/DP, Board of Directors (May 04)***

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**“As we transition to the Key Advisor concept envisioned for our Personnelists in the future, what are the tasks we want them to do, what are the grade levels we want to do it, where will we place them to advise commanders and supervisors, and how will we train/experience them in their new role?”**



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# Moving into the Future



intelligent e-learning

UNIVERSITY  
OF PHOENIX  
ONLINE



Bank Branch  
*online*

 **NetBank®**  
member FDIC

**INTERNET**  
**STORE LIST**

Web Trade Center  
Online Classified  
Ads

**ORBITZ** AND GO >

  
Air Force Financial Leave Request and Approval System

  
DEEP DISCOUNTS  
on Travel!

 **AFPC** Air Force  
Personnel Center 

 **Expedia.com®**

**PERSONNEL "ON-LINE"...83% AF PORTAL...  
ONE SYSTEM...ONE PASSWORD...PROMPTS...  
12% CONTACT CENTER...5% FACE-TO-FACE**

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# ***“OUR” Challenges - Then and Now***

- **Change Mgmt - “Transactional Processes” to “Strategic Advisory Role”**
  - 70s - Selectric IIIs - Burroughs - Z100s - CBPOs
  - 80s - Enable/Hrwd Grphics - Z286s - SPERRY/PC-III
  - 90s - E-Mail - MilPDS - On-Line Forms - MPF & MSS
  - 21<sup>st</sup> Century - Web-Based, Contact Cntrs, Key Advisors -----  
DIMHRS
- **People: 1986 - 608K; 2004 - 373K (~20K over)**
  - Langley MPF - '95 (93), '99 (68), '04 (55)
- **Train & Develop future Key Advisors - You!**
- **PERSCO Training, PERSCO Team Deployment, Deployment Processing, AOR “reachback”**
- **“We” Institutionalized these “cultural changes”**

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# ***Overarching Enablers***

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- **Face-to-face “process related” actions should occur only where physical presence is essential to the process at hand**
- **E-Business inclusions related to forms / system updates captured in process:**
  - **Personnel Records maintained in virtual environment - records do not transfer - people do**
    - **Drop down insertions, automatic centering, spell and grammar check, auto-populate data elements**
    - **Status of e-document available to all appropriate authorities**
    - **E-signature**
  - **Virtual (Portal, vMPF) suspense notification to member at set intervals prior to trigger event**
  - **Electronic flow to Host System for appropriate system update**
  - **Sufficient computer access and bandwidth**

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A large, semi-transparent photograph of a diverse group of approximately 15 people, likely the key advisors mentioned in the title. They are arranged in several rows, smiling and looking towards the camera. The image is faded to allow the text to be prominent.

# Key Advisors

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# ***Personnel Spectrum***

## ***Personnelists***

### **Tactical**

### **Operationa I**

### **Strategic**

**Data Management and  
Direct Customer Support  
(to Airmen)**

- Delivering information
- Processing transactions
- Collecting and data

**Knowledge and Engagement  
(to commanders)**

- Facilitating results
- Enhancing Knowledge  
(advising)
- Enabling (delivering  
capability)

**and Policy Direction  
(to the enterprise)**

- Influencing decisions
- Leveraging investment

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# Personnel Spectrum Organizations

**Strategic**

↕

**Operationa**

↓

**Tactical**

**HQ AF/DP : Plan, develop, direct AF Personnel plans, policy, programs**

**MAJCOM/DP: Implement AF & command-unique personnel plans, policies and programs and ensure proper resourcing to installations**

**AFPC/SSO: Integrate and execute personnel operations, develop AF people and meet field commanders requirements**

**MSS: Execute personnel policy & programs... Process personnel actions, provide advice and guidance, Readiness**

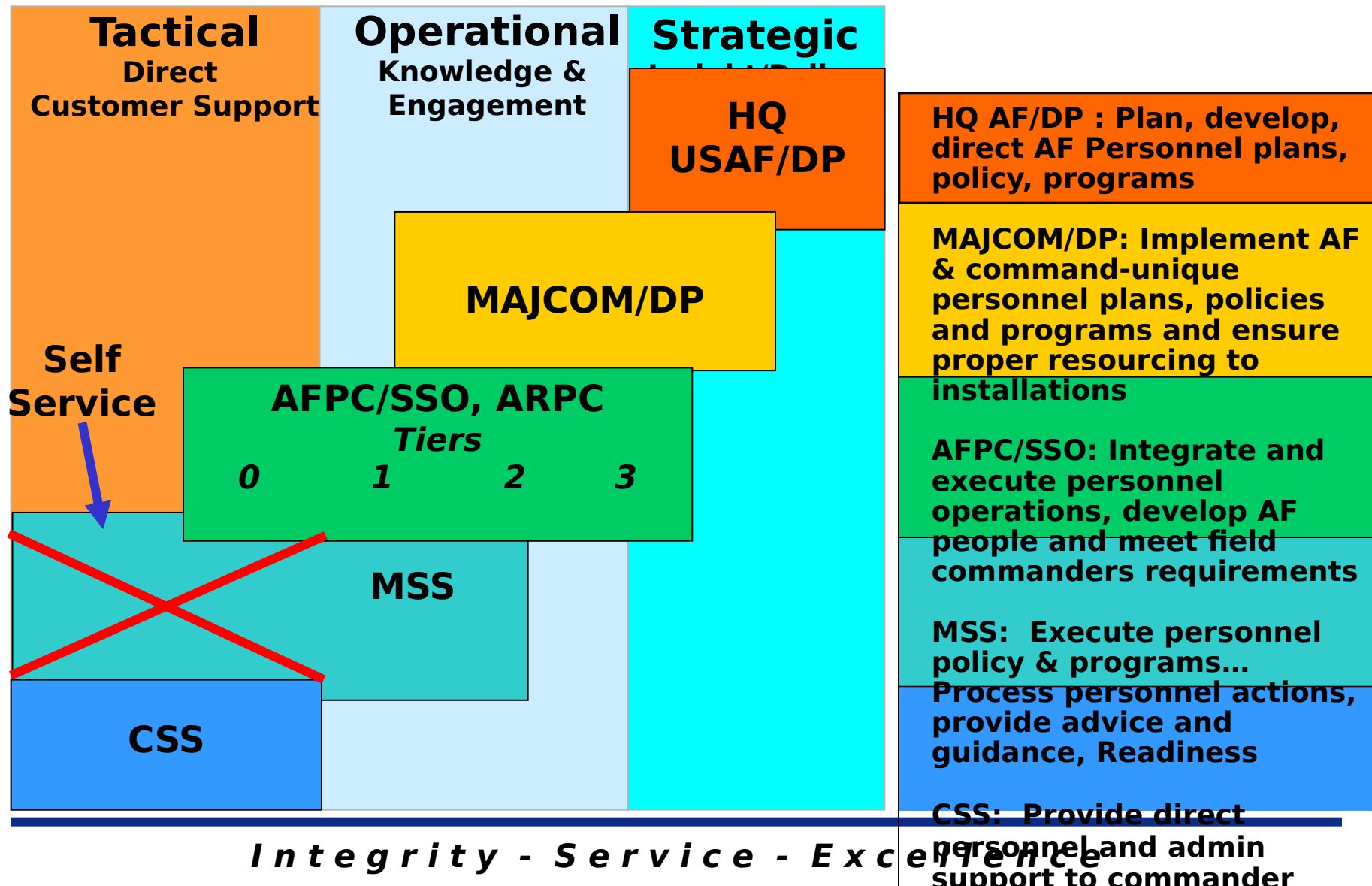
**CSS: Provide direct personnel and admin support to**

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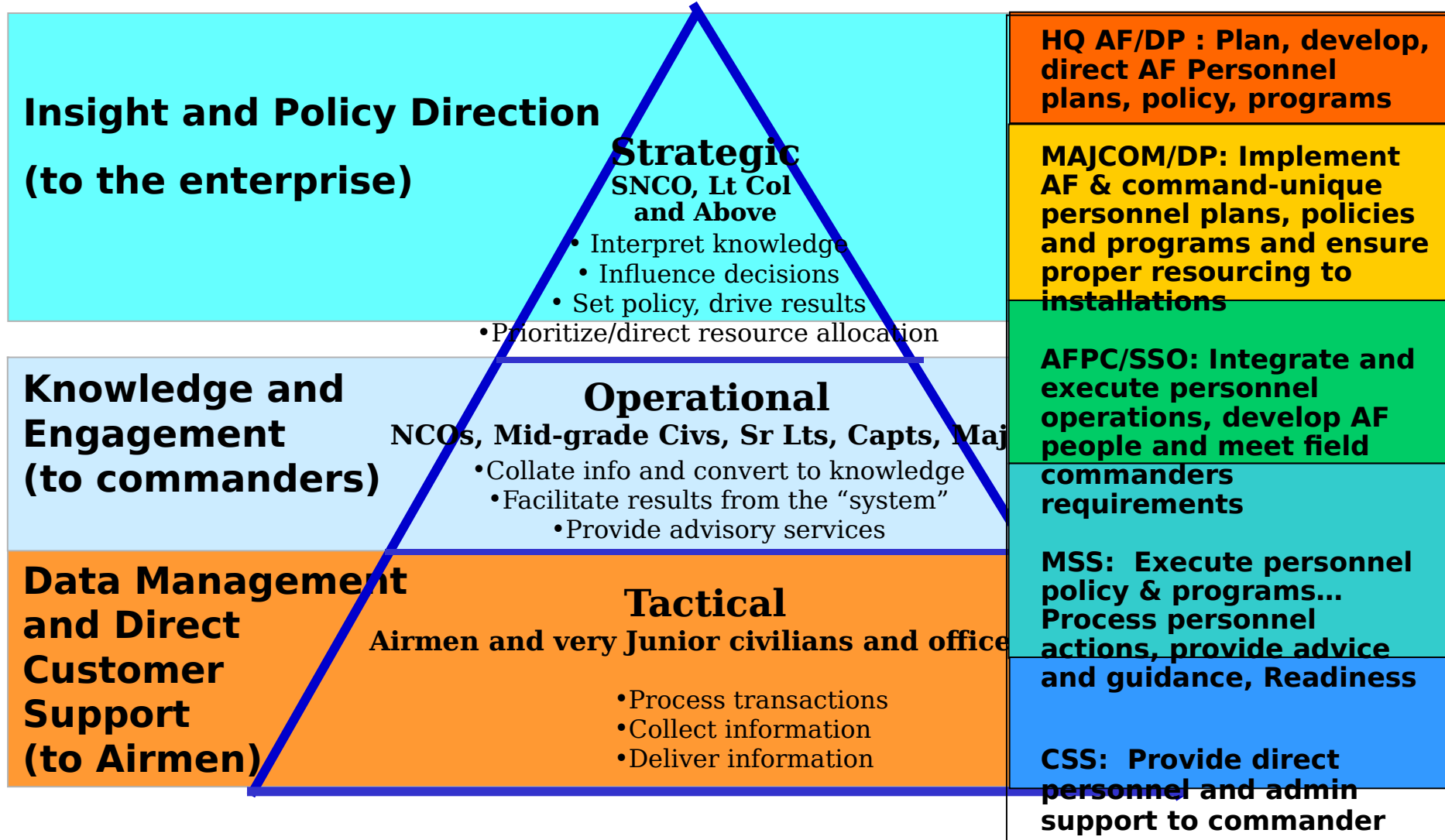
# Personnel Spectrum: ~~Putting it all Together~~





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# What does this mean to You & Me?



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# ***Force Development (FD) Responsibilities (Base Level)***

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- **Identify gaps between mission requirements and people**
- **Identify gaps between required skills and capabilities**
- **Facilitate Airmen renewal, development and sustainment to meet mission needs**
  - **Ensure management information is current/accurate**
  - **Facilitate application of training/education/experiential learning opportunities to meet mission requirements/FD objectives**
- **Report personnel readiness/development status to decision makers while recommending/facilitating solutions**
- **Base-level expert resource on all FD (personnel/manpower/training) processes and procedures**
  - **Advise and facilitate Airmen development to balance individual/unit/AF needs**
  - **Tier 1 transaction support to support FD objectives**

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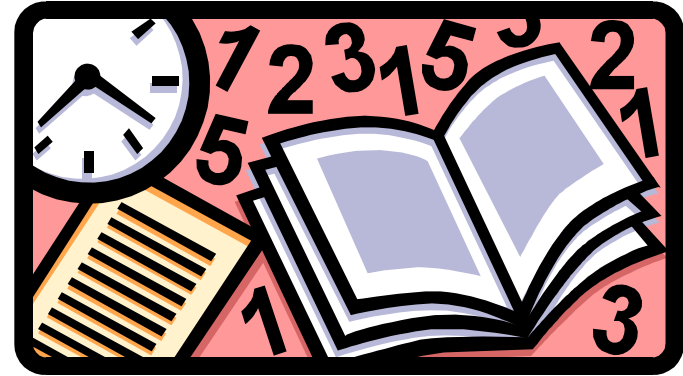
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# Key Advisors Review

- **Greatest Challenges/Risks**
  - **Technology**
    - Software/hardware requirements not ready for implementation
  - **Resources**
    - Reductions before a workable system is deployed
    - Resourcing, staffing, and training of key advisor & SSO function
  - **“Change” not Accepted**
    - Failure to gain “buy in” of commanders and military/civilian/family customer base
  - **Loss of Corporate Knowledge**
    - What did/didn’t work & the “whys” behind policy and programs we implemented



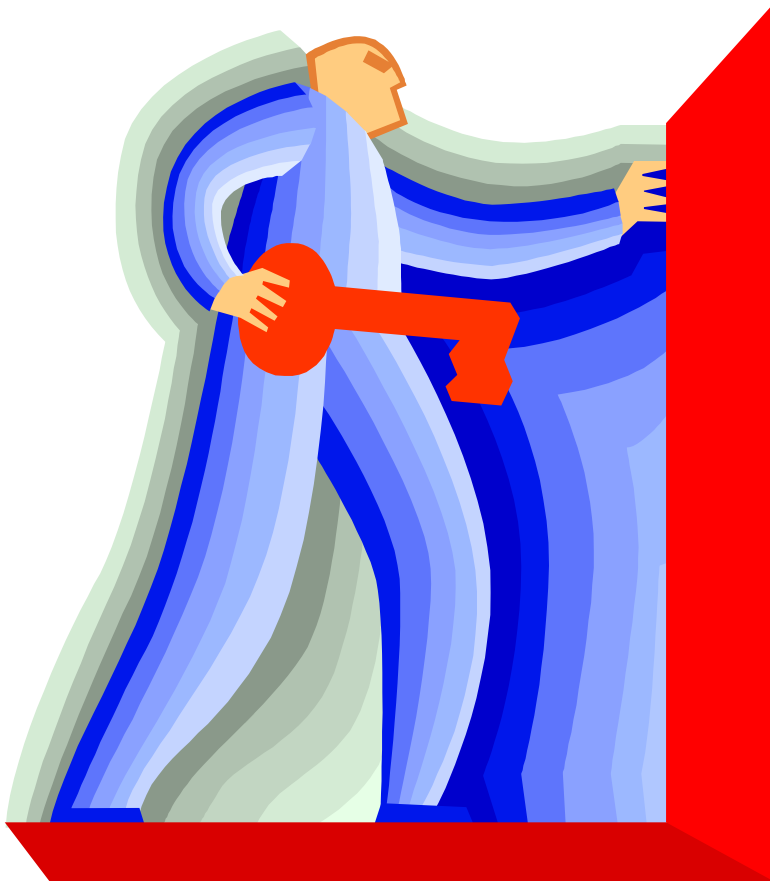
***“Art of the possible”***

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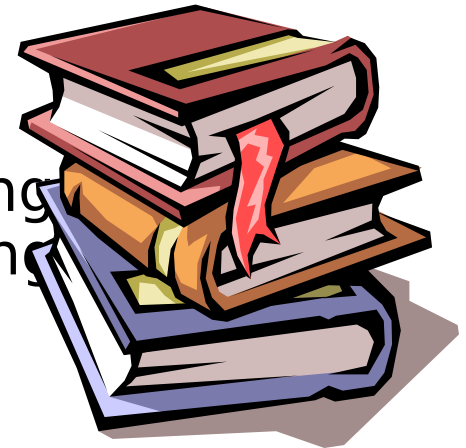
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# Key Advisors Review



## ■ Broad Key Competencies

- Understand Air Force
- Operational Credibility
- Technical Competence
- Communication Skills
- Understand Spaces and Faces
- Leadership
- Team Building
- Problem Solving
- Critical Thinking



***“Offer more interesting and ‘value added’ work”***

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# Key Advisors Review



## ■ Roles/Skill Sets

- Force Development
- Workforce Management
- Career Counseling
- Employee and Labor Relations
- Local Policy/Legal Assistance
- Readiness
- Manpower/Organizational Design
- Resource Management
- Requirements Determination
- Strategic Sourcing
- Performance Management
- Change Management

***“Away from transactional—toward strategic advice”***



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# Key Advisors Review

- **Growing Career Field**
  - **Breadth & Depth Necessary**
    - Senior Key Advisors should have spent time at installation level, AFRC/AFPC/AFMA (SSO), and MAJCOM level
    - Reach-back capability for in-depth knowledge
  - **Some cross-flow from other career fields**
  - **Broadening opportunities: Logistics, Comptroller, Planning/Programming, Services**



***'CONOPS stating role of Advisors-level is key!***

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# Key Advisors Review

- **Sustaining the Career Field**
  - **Optimal Force Structure Mix**  
(Military/Civilian/Contractor)
  - **Career field does not have to be cradle-to-grave**
  - **Must maintain technical experience** for  
sustainment of future career field/expertise  
provided to customers



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A large, diverse group of people, including men and women of various ethnicities, are posed in a group photo. They are wearing a mix of civilian and military uniforms. The image is semi-transparent, allowing the text to be overlaid.

# IBM Model

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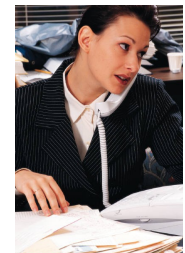
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# ***The Shared Services Organization will operate under a tiered structure***

- Tier 0 – Portal/Interactive Voice Response
  - **Requires no human interaction**
  - **Forms submitted online, automatically update personnel systems**
  - **Answers to questions and information inquiries provided by an automated knowledge base**
- Tier 1 – Customer Service Representatives (CSRs)/Contact Center
  - **Primarily staffed by low-cost personnel generalists**
  - **CSRs provides answers to simple questions and inquiries from a script available in a knowledge management system**
  - **CSRs access personnel systems to perform basic personnel actions**
  - **CSRs route complex problems, questions, and inquiries to Tier 2**
- Tier 2 – More Experienced Generalists
  - **Primarily staffed by mid-level experienced Personnel specialists**
  - **CSRs authorized to solve problems and answer questions that require some policy interpretation (i.e. answers not available via a script in the knowledge management system)**
  - **CSRs can access personnel systems to change information or fix problems at a higher level of authority than Tier 1**
  - **CSRs route complex problems requiring policy exceptions to Tier 3**
- Tier 3 – Personnel policy and Program Experts
  - **Staffed by Air Force policy support staff and specialists**
  - **Authorizes policy exceptions that solve complex problems**
  - **Routes decisions back to Tier 1 and 2 staff to update personnel systems**

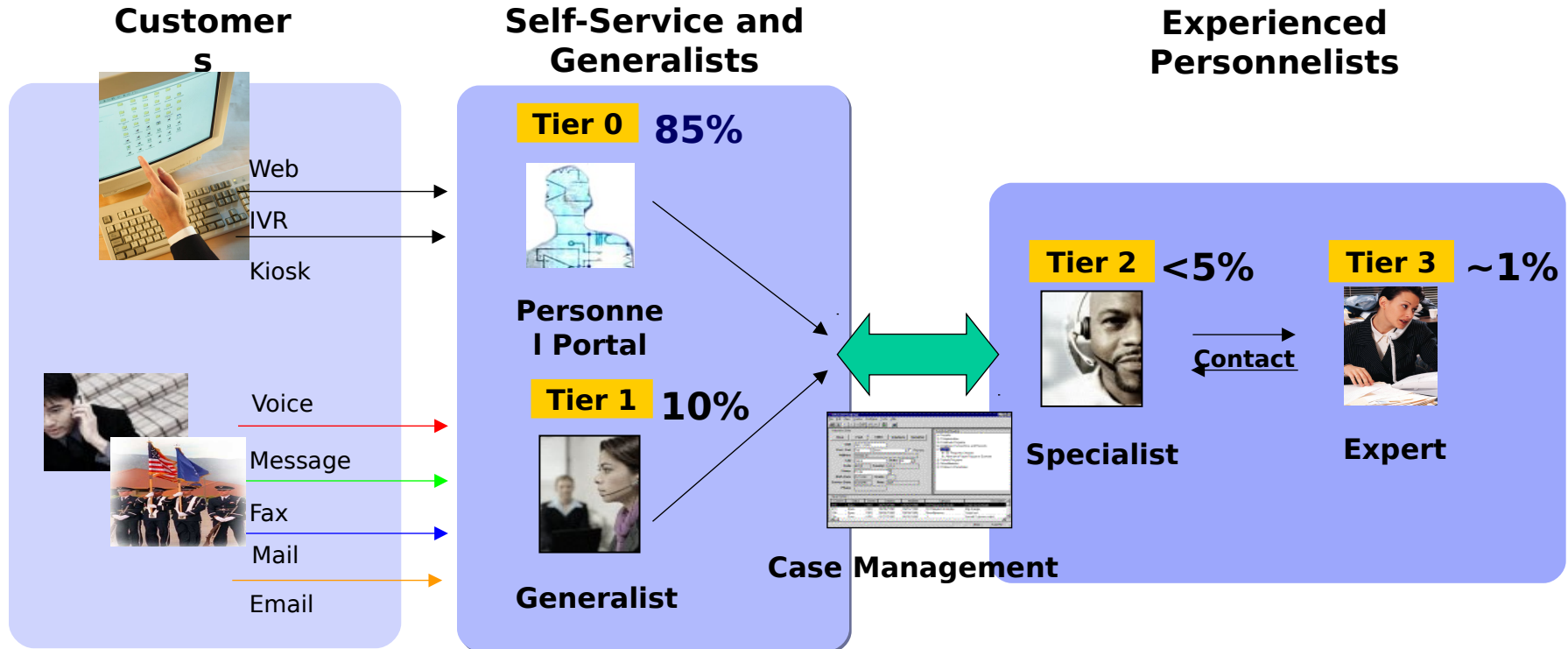


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# Customers will contact the Shared Services Organization

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*via web/IVR (Tier 0) and contact center (Tier 1) and be routed to a specialist (Tier 2) and/or expert (Tier 3) as needed*



**Note:** Between 2006 and 2009 transaction workflow will transition from Contact Center (Tier 1) focused to Portal (Tier 0) focused

Technology and process integration will streamline personnel service delivery and improve the quality and availability of

information

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# ***Enlisted Force Development***

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- **On The Horizon:**
  - **CMSgt Utilization Review (Nov 03 to Nov 04)**
  - **Enlisted Formal Education IPT (Jun 04)**
  - **OEF/OIF Enlisted Lessons Learned IPT (Jun 04)**
  - **Update Enlisted Force Structure AFI (Summer 04)**
  - **Air Staff Course (Summer 04)**
  - **Developmental Assignments IPT (Summer 04)**

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# ***3S0X1 CFM Update***

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- U&TW convened 6 - 9 Oct 03
  - Two Training Planning Teams (TPTs) held May and Aug 03 developed strawman CFETP/STS/CTS
  - U&TW finalized drafts and updated 3-level course to increase Readiness knowledge training
  - Identified 24 core task items
  - Building on BMT warrior week training to provide expeditionary mindset throughout the personnel life cycle and individual's career progression; increases the deployment resource pool
  - Updated 7-Level CTS to provide more "functional" personnel tasks and hands on MilPDS training
  - Updated PSM CTS
  - Developed combined PERSCO/MANPER-B CTS into one course: "Personnel and Manpower Readiness Course"


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A large, diverse group of people, including men and women of various ethnicities, are smiling and looking towards the camera. They are dressed in a mix of casual and business-casual attire. The image is slightly faded to allow the text to stand out.

# **Focus Groups Discussion**

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## ***Purpose***

***Ensure We “Do This Right”-- shape  
the 21<sup>st</sup> Century Personnelist***

## ***What We Need From You***

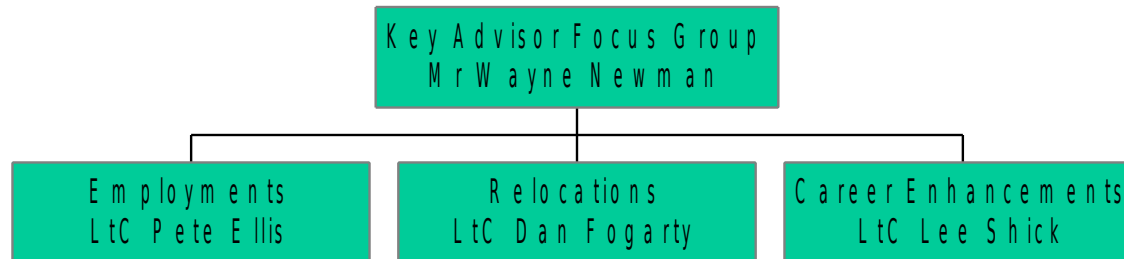
- ✓ ***Candid Discussion***
- ✓ ***Constructive Criticism***
- ✓ ***Processes Assessment***





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# Focus Groups



## Deliverables:

- 1) Assess and discuss the emerging role of Base Level Key Advisors
- 2) Discuss and provide feedback regarding the face-to-face programs and processes that will remain in the MPF when the current transactional workload is reduced
- 3) Provide input on how many people, and at what skill level, will be needed to accomplish the Key Advisor mission

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# Focus Groups - Career Enhancements

Process	Remain Face-to-Face	Why	Advisory	Why	Estimated			
					3	5	7	9
Military Personnel Records								
ID Cards								
DEERS/RAPIDS								
Active Duty FMDP								
SGLI								
Family Care Plan								
Casualty Assistance								
Veteran's Affairs								
Evaluations								
Promotions								
MLR								
Testing/WAPS								
Reenlistments								
Awards								
Decorations								
UIFs								
Fitness Prgm								
				Notional Section Size	10			

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# ***Backup Slides***

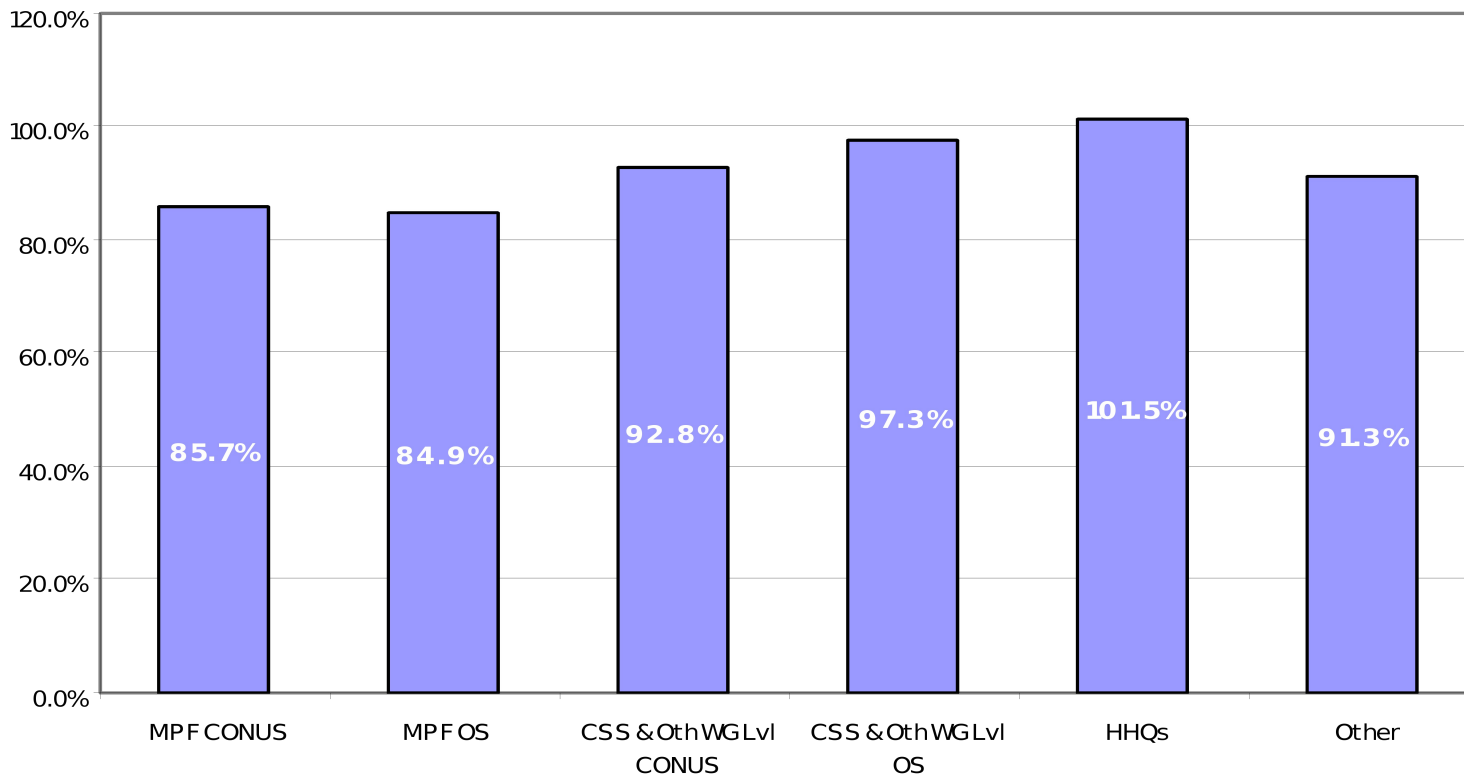
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# MPF/CSS vs HHQs Manning

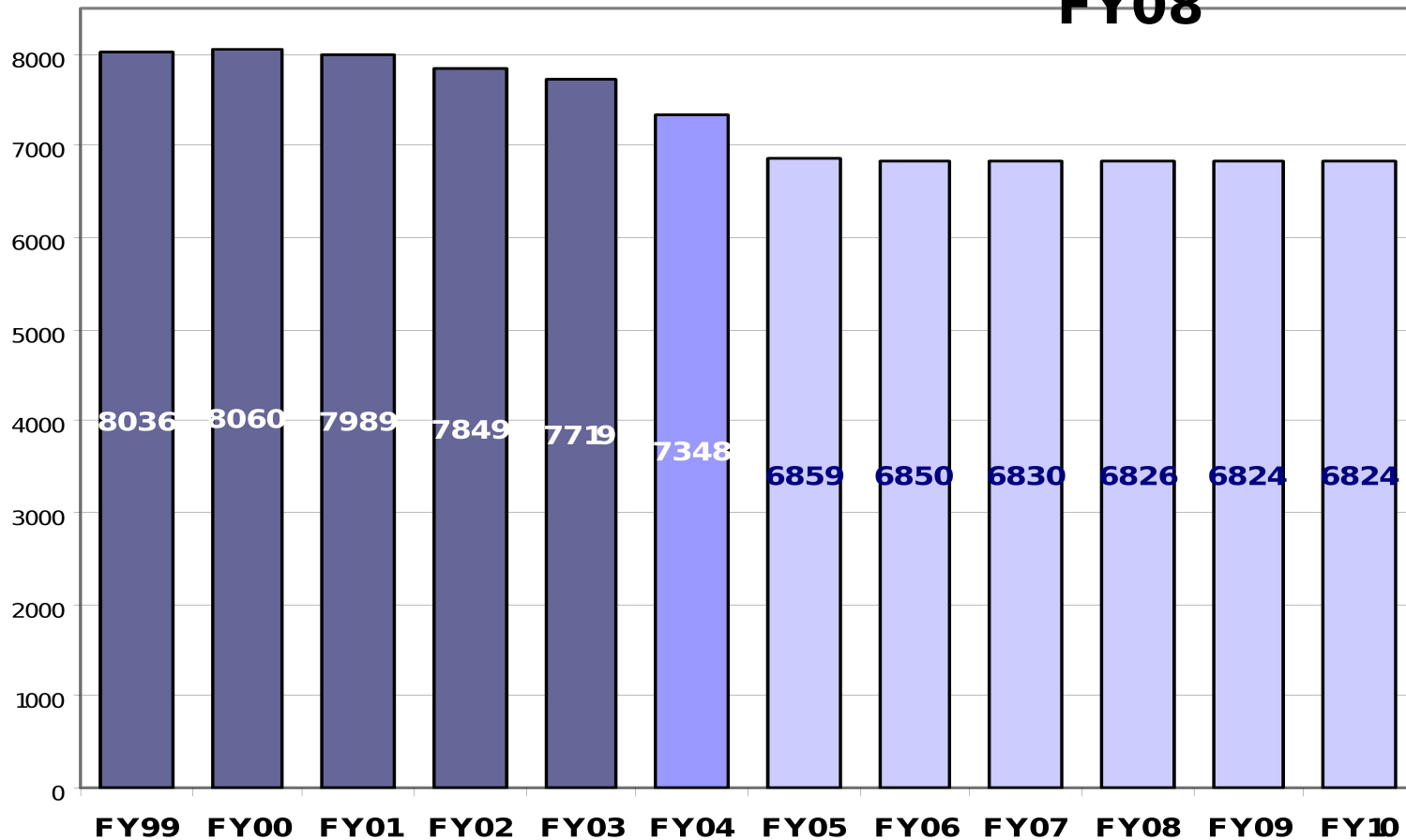




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# 3SO Historic/Future Auths

**15.1% decrease from FY99 to  
FY08**



Historic Auth data obtained from RAW;  
Projected auths from AFPOA/DPXA

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## **Focus Groups - Employments**

Process	Remain Face-to-Face	Why	Advisory	Why	Estimated			
					3	5	7	9
Airmen Classification								
Officer Classification								
PRP								
Special Duty Applications								
Retraining								
				Notional Section Size	10			

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# Focus Groups - Relocations

Process	Remain	Why	Advisory	Why	Estimated			
	Face-to-				3	5	7	9
Inprocessing Actions								
Newcomers Orientation								
Record Inventory								
Discrepancies								
ADSC								
Base Housing Counseling								
Update Locator Info								
Financial Support								
Outprocessing Actions								
Assignment Notification								
Assignment Preparation								
Final-Out Processing Actions								
Separations Processing								
Retirements Processing								
Transition Assistance								
Relocation Assistance								
Palace Chase/Palace Front								
Administrative Discharge								
				Notional Section Size	10			

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Process	Remain Face-to-Face	Why	Advisory	Why	Estimated			
					3	5	7	9
PERSCO								
Deployment Taskings								
Mobilization Processing								
Contingency Ops Processing								
Augmentation Processing								
Demobilization Processing								
MANPER B System Mgmt								
				Notional Section Size	10			

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